



Government of  
Saskatchewan

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# 2006-2007 Annual Report

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Saskatchewan  
Corrections and  
Public Safety

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## Table of Contents

<b>Letters of Transmittal .....</b>	<b>3</b>
<b>Message from the Deputy Minister .....</b>	<b>4</b>
<b>Who We Are .....</b>	<b>5</b>
<b>2006-07 Results at a Glance .....</b>	<b>8</b>
Summary of Key Actions .....	8
Summary of Financial Results .....	9
<b>2006-07 Performance Results .....</b>	<b>10</b>
Goal 1: Government and its partners work together to promote and maintain safe communities .....	10
Goal 2: Re-offending behaviour is reduced due to rehabilitative interventions with offenders.....	21
Goal 3: Safe, healthy and respectful departmental work environments that support learning, diversity, excellence and accountability .....	30
<b>2006-07 Financial Results .....</b>	<b>36</b>
<b>Where to Obtain Additional Information .....</b>	<b>39</b>
<b>Appendix A: Revolving Fund Revenue Disclosure.....</b>	<b>40</b>

This annual report is also available in electronic format from the Department's web site at  
[www.cps.gov.sk.ca](http://www.cps.gov.sk.ca)



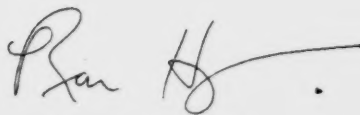
## Letters of Transmittal



His Honour the Honourable Dr. Gordon L. Barnhart  
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

I respectfully submit the Annual Report of the Department of Corrections and Public Safety for the fiscal year ending March 31, 2007.

A handwritten signature in dark ink, appearing to read 'Ron Harper'.

Ron Harper  
Minister of Corrections and Public Safety



The Honourable Ron Harper  
Minister of Corrections and Public Safety

Dear Sir:

I have the honour of submitting the Annual Report of the Department of Corrections and Public Safety for the fiscal year ending March 31, 2007.

A handwritten signature in dark ink, appearing to read 'Terry Lang'.

Terry Lang  
Deputy Minister of Corrections and Public Safety

# Message from the Deputy Minister

The year under review was particularly challenging for the Department of Corrections and Public Safety. We faced many situations unique to our experience since the Department was formed in 2002.

A series of exceptional weather events saw our Protection and Emergency Services Branch respond to flooding in spring and forest fires in summer. Both situations involved CPS staff taking a leadership role in co-ordinating the activities of several government departments and rural municipalities with emergency responses that included evacuating hundreds of people to safety.

Then in December, corrections workers were off the job in the government employees' union job action that lasted through the holidays and into early February. Directors and assistant directors in both adult and young offender facilities led teams of out-of-scope government staff from many different departments, health region managers and RCMP members from the three prairie provinces for 47 days without a major incident.

Many people contributed to the successful conclusion of these difficult circumstances. They may humbly suggest that it's all part of the job. Despite that claim, they are all deserving of our thanks.

My own thanks go to those outside our organization who supported us during the strike and helped keep our facilities safe. I also thank the CPS staff who stepped up during the strike and the weather emergencies, and during all of the smaller and less prominent events that occurred during the year. Your high standard of commitment to your colleagues, the individuals and the communities we serve is a proud representation of the important work Corrections and Public Safety plays in keeping Saskatchewan citizens safe.



Terry Lang

# Who We Are

## Vision

The vision for Saskatchewan Corrections and Public Safety is "working together for safe Saskatchewan communities."

## Mandate

Our mandate is to promote safe communities by delivering effective programs for individuals in conflict with the law through: emergency planning and communication; monitoring of building standards; the delivery of fire prevention and disaster assistance programs; and licensing and inspection services.

## Service Delivery System

The Department of Corrections and Public Safety (CPS) is a large department, employing about 2,000 staff throughout the province. We serve thousands of clients annually through a wide array of programs and services.

The Department's activities may be summarized in four main areas that are focused on achieving our vision. A brief description of each of these areas is outlined below.

## Adult Corrections Branch

Adult Corrections delivers a wide range of programs providing for varying levels of offender care, control and supervision. These programs are delivered through two operational systems: Community Operations and Institutional Operations. Corrections programs are administered by seven regional offices of Community Corrections, four major correctional centres, and eight reduced-custody facilities (Battleford and Buffalo Narrows Community Correctional Centre, Besnard Lake Camp and Saskatoon Urban Camp, and community training residences in Regina, Saskatoon (two) and Prince Albert). In addition, the Department contracts with the Prince Albert Grand Council (Healing Lodge) for reduced-custody services.

Northern services, both community and institutional, are administered through the North West Community Operations office in North Battleford and sub-offices in Buffalo Narrows, La Loche and Meadow Lake, and the North East Community Operations office located in Prince Albert, with a sub-office in Melfort.

In 2006-07, the Department supervised an average of 1,354 offenders in custody, and more than 5,900 offenders in community correctional programs per day.

## Young Offenders Programs

Programs and services for young offenders are administered and delivered through three regional offices and 18 sub-offices across the province and by community custody and alternative measures program staff in Central Office located in Regina. On any given day, four youth will be serving open-custody sentences in a provincial network of community homes. Alternative measures for youth are delivered by community-based organizations, many of which are First Nations and Métis organizations.

In 2006-07, the Department supervised, on an average daily basis, 210 youth in custody and 2,150 young people in community young offender programs.

## Licensing and Inspections

This Branch preserves public safety through regulatory and enforcement programs that are operated on a fee-for-service basis. Programs focus on the commercial, institutional and industrial sectors of the province, but the safety benefits help to protect all Saskatchewan residents. The Branch administers elevator and amusement ride safety programs, boiler and pressure safety programs and licensing programs for contractors and individuals who perform gas and electrical installations. Offices are located in Regina and Saskatoon.

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## **Protection and Emergency Services**

The Protection and Emergency Services Branch is made up of Building and Fire Safety, Public Safety and 911, and SaskEMO.

### **Building and Fire Safety**

The Building and Fire Safety Unit oversees the adoption and application of provincial standards in the areas of building and fire safety. Under governing legislation, Saskatchewan adopts the National Building Code and the National Fire Code as those standards. This Unit monitors the effectiveness of the legislation in meeting the demands of the local authority as they provide services in their respective municipal jurisdictions. In accordance with *The Fire Prevention Act, 1992*, and *Regulations*, Saskatchewan communities, fire departments and emergency service organizations are provided with programs and services that protect people, property and the environment from fire.

The Building and Fire Safety Unit is the lead agency for the application of codes and standards in the construction of safe buildings and their continued safety through occupancy. The Building and Fire Safety Unit provides municipal authorities with leadership, certification and technical advice supported with public education in the areas of fire prevention, fire investigation, fire department administration, code enforcement, certification of fire fighters and licensing of building officials.

### **Public Safety and Sask911**

This Unit works with communities to build their public safety capacity through: education, training and public awareness; emergency management support; and support to and management of the Sask911 emergency telephone call-taking and transfer system.

## **SaskEMO**

The role of this Unit is to strengthen emergency management across the provincial government and to link with other jurisdictions for support. It also includes the Provincial Disaster Assistance Program (PDAP). This program provides financial assistance to eligible claimants located in a municipality that has been designated eligible for assistance, as a result of a substantial loss or damage to uninsurable, essential property caused by a natural disaster.

### **Management Services**

Management Services Branch delivers strategic financial services to the Department and manages key capital and other projects.

### **Strategic Policy**

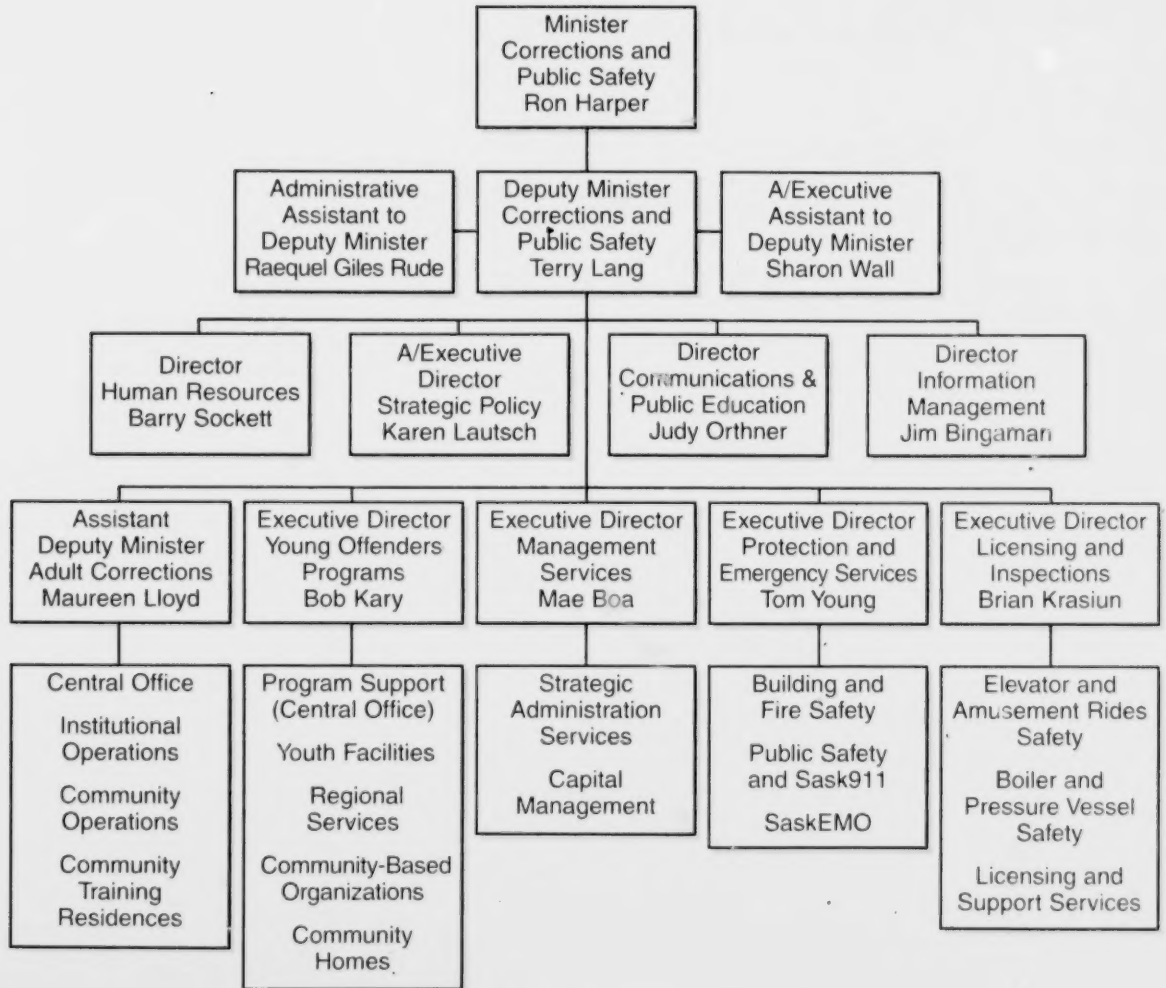
The Strategic Policy Branch delivers a number of central services to the Department and manages the process for bringing decision items to Cabinet on behalf of the Department. The Branch co-ordinates the development and maintenance of the strategic plan, prepares annual reports, represents the Department on many interdepartmental strategies, and manages the federal/provincial/territorial agenda. As well, the Branch manages the strategic direction of the Department, in conjunction with Management Services.

### **Shared Services**

These branches provide support to both the Department of Corrections and Public Safety and Justice. This includes the Communications and Public Education Branch, Administrative Services Branch, Systems Services Branch, and Human Resources Branch.



## Organizational Chart



## 2006-07 Results at a Glance

### Summary of Key Actions

The Department undertook a number of key actions and initiatives in support of its goals and objectives. The following are some of the most significant results or challenges addressed during 2006-07. These are described in greater detail later in this report through the Key Actions and Measurement Results under each objective.

#### **Goal 1 – Government and its partners work together to promote and maintain safe communities**

- Implemented the community-based Saskatoon Gang Suppression Strategy and supported the development of a strategy for Regina.
- Continued to develop and implement responses to the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform.
- Began assessment of the current level of public safety in Saskatchewan communities.
- Developed and implemented training programs in fire protection and emergency management.
- Began a review of *The Fire Prevention Act, 1992*, to determine necessary improvements.
- Implemented provisions of *The Boiler and Pressure Vessel Act, 1999*, and brought into force new Regulations.

#### **Goal 2 – Re-offending behaviour is reduced due to rehabilitative interventions with offenders**

- Continued to implement the violence reduction initiative.
- Developed and expanded programs designed to increase awareness of First Nations and Métis traditions and culture.
- With partners, developed and implemented the Supported Employment initiative.

#### **Goal 3 – Safe, healthy and respectful departmental work environments that support learning, diversity, excellence and accountability**

- Continued to implement the Succession Management Program.
- Addressed occupational health and safety issues through regular workplace inspections and training for employees.

## Summary of Financial Results

### Expenditures

The Department appropriation budget for 2006-07 was \$146.613M; with actual appropriated expenditures of \$175.291M. This is an additional expenditure of \$28.678M. This increase was mainly attributed to the costs associated with estimated eligible claims under the Provincial Disaster Assistance Program; crowding in adult corrections, including high daily counts and inmate mix; the new Collective Bargaining Agreement and costs associated with CPS's responsibility as the struck department during the 47-day work stoppage. The Department received \$13.547M in supplementary estimates in November 2006 and \$20.150M in special warrant funding in February 2007.

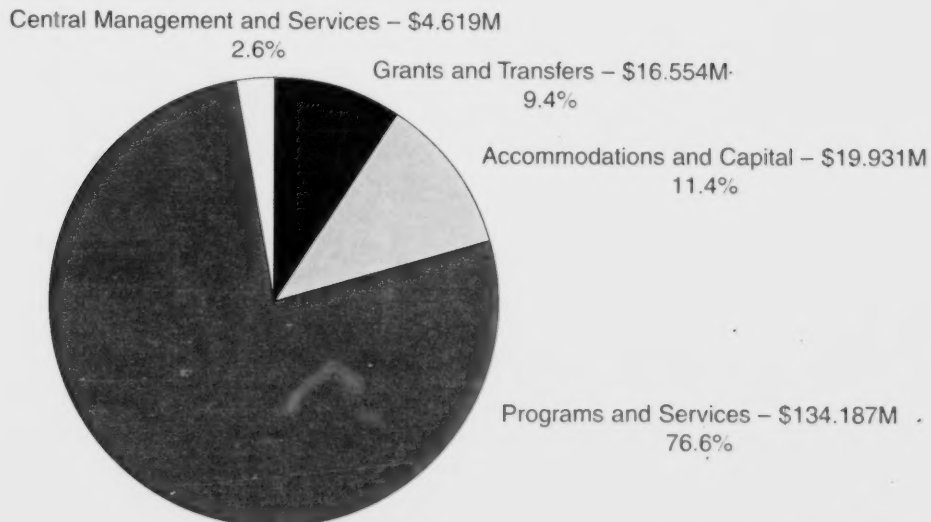
### Revenues

The Department revenue budget for 2006-07 was \$10.433M. This mainly consists of \$6.988M in revenue from the federal government for cost-shared programs, \$2.947M from licensing, permits and other fees, and \$370,000 in cost-recovery from SaskTel for expenditures in co-ordination of the Sask911 system. Corrections and Public Safety revenue for the year totalled \$12.658M, exceeding the budget by \$2.225M.

### Full-Time Equivalents (FTEs)

The Department FTE budget for 2006-07 was 1,694.7 FTEs. CPS has historically over-expended FTEs, most specifically related to overtime, sick leave backfill for Workers' Compensation claims and staffing to address counts in adult correctional facilities.

### 2006-07 Actual Expenditures by Category – \$175.291M



# 2006-07 Performance Results

## Introduction

This section contains detailed performance results associated with all key actions and performance measures contained in our 2006-07 Performance Plan.

The key actions originally presented in the 2006-07 Performance Plan are listed below, followed by a report on our progress to date. Actual results information is included for all key actions and performance measures published in our 2006-07 Performance Plan.

Further details can be found in the 2006-07 Performance Plan for Corrections and Public Safety. The Plan can be found on the Department's web site: [www.cps.gov.sk.ca/publications](http://www.cps.gov.sk.ca/publications)

## Goal 1 – Government and its partners work together to promote and maintain safe communities

Objective 1 – Government, in partnership with Aboriginal and other community-based organizations, promotes, plans and delivers effective and accountable adult and youth corrections services

People are less likely to commit a crime if they feel valued in their community and know what is expected of them. It is important that victims are supported by their communities so that they will not fall into a cycle of despair and self-destructive behaviours, and that offenders become reintegrated with their communities and receive support from the community in making positive changes in their lives to help prevent future offending. This objective reflects a partnership between government and community to deliver effective services, thus making communities safer.

## Key Actions for 2006-07 and Progress Made

- Supervise an average of 1,225 adult offenders per day in custody and over 6,200 per day in the community.
  - Adult Corrections supervised an average of 1,354 offenders in custody per day and an average of 5,960 offenders in the community per day.
- Supervise an average of 210 young offenders per day in custody and 2,150 per day in the community.
  - Young Offenders Programs supervised an average of 210 young offenders per day in custody and 2,150 per day in the community. Youth are supervised in accordance with their assessed level of risk to re-offend and receive treatment that addresses the factors contributing to their offending behaviour.
- Co-lead, with Saskatchewan Justice, the implementation mechanism resulting from the Commission on First Nations and Métis Peoples and Justice Reform.
  - CPS continued to work with Justice to co-lead the interdepartmental team to develop and implement policies and programs that respond to the recommendations of the Commission.
  - Continued meeting with First Nations and Métis representation to discuss issues and progress.
- Continue to work with the Traditional Elders Ministerial Advisory Committee to incorporate Elders' perspectives into corrections policy and practice.
  - Adult Corrections participated in the Committee meetings, and also made presentations and provided updates to the Committee on the progress of the replacement of the 1913 section of the Regina Provincial Correctional Centre.
  - The Committee is key to the Department as a forum to incorporate Elders' perspectives into corrections policy and practice. The Elders Committee held three forums in 2006-07 to provide Justice and CPS feedback on the Departments' response to the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform. A sub-committee to address specific young offender issues has been established and worked with CPS Young Offenders Programs Branch during the year.

- In partnership with Justice and community stakeholders, develop a strategy for prevention, suppression, and management of gang activity.
  - The community-based Saskatoon Gang Suppression Strategy was implemented in 2006-07. CPS and Justice are working closely with the Saskatoon project within the general framework of a targeted initiative approach. The Departments will consider the findings from this project for application in other communities.
  - CPS has contracted for an evaluation of the Saskatchewan Gang Suppression Strategy over the next three years, to assess its effectiveness and to increase knowledge about gang-related initiatives.
  - CPS is supporting the North Central Community Association and the Regina Regional Intersectoral Committee in providing leadership for the development of a strategy for Regina.
  - Adult Corrections has formed an internal community and facility working group to review its response to gangs. Through the work of this group, each of the provincial correctional centres has designated a full-time staff member who is responsible for identification and monitoring of gang activity and for ongoing communication/education of staff or others about gang activity.
- Work with justice stakeholders to make the justice system more responsive and effective.
  - Participated in the Justice Efficiencies Roundtable discussions, with other justice system partners.
  - Participated in the Access to Justice in the North discussions to improve services in northern Saskatchewan.
- Continue to participate in the provincial strategy on Fetal Alcohol Spectrum Disorder (FASD)/Cognitive Disabilities with Health, Learning and Community Resources.
  - CPS is represented on central and regional steering committees and provides oversight to the Cognitive Disability Extrajudicial Sanctions programs delivered through the Regina Alternatives Measures Program (RAMP) and John Howard Society in Regina, Saskatoon Tribal Council and John Howard Society in Saskatoon and Prince Albert Grand Council.
- Work with justice stakeholders and federal/provincial/territorial forums on strategies to review the use of remand.
  - CPS is leading a federal/provincial/territorial committee to more precisely define detention issues and propose legislative and policy changes to Deputy Ministers Responsible for Justice. A progress report will be presented to Deputies in June 2007.
- Participate in the established targeted crime reduction strategies in Regina, Saskatoon, Prince Albert and North Battleford, and in the new initiatives being established in La Ronge and Meadow Lake.
  - CPS participates with police, health authorities and other community partners in targeting the highest-risk offenders within each community, providing supervision and access to treatment to manage and reduce the offenders risk to re-offend.
- In partnership with Justice, implement video links between court and correctional facilities.
  - Video court is functioning in the Saskatchewan Provincial Correctional Centre. Plans are being developed to increase the capacity.
- Work with the Federation of Saskatchewan Indian Nations (FSIN) to institute cultural programs that support reintegration of First Nations offenders from custody to community.
  - CPS provides funding to the FSIN for a Director of Corrections, a position that provides the FSIN with capacity to consult with Tribal Councils and individual First Nations on corrections programming, leading to the development of programming and, in particular, programming that assists with more successful community integration of offenders.
- Develop or expand the range of residential services and supports for young offenders in the community.
  - Three additional transitional bed spaces to assist youth reintegrating from custody to community have been developed in Prince Albert at the Prince Albert YWCA.

- Improve the capacity of community-based organizations to provide effective and accountable programming.
  - Ongoing support and collaboration is provided to the community program consultants to ensure that provincial standardization for community-based organizations (CBOs) occurs in funding applications, service agreements and financial and program reporting. Service integration managers are being recruited for work with CBOs for quality assurance around service delivery and training for staff in case management practice. These positions also promote the alignment of the services delivered by community-based agencies with the Department's strategic plan and evidence-based practice.
- Improve services to offenders in the community to address factors that contribute to criminal behaviour.
  - Intensive community programming was implemented in January 2007 to assist youth and young adults to more successfully transition from custody and to exit gangs. Preparation for a similar program in Regina is well underway.
  - Adult Corrections developed a standard of supervision for community sentences which focuses on high-risk violent offenders. As well, probation officers were certified in the Saskatchewan primary risk assessment and Ontario Domestic Assault Risk Assessment (ODARA) for family violence offenders.
  - CPS participated in the national Strategic Training Initiative in Community Supervision project. This training in core correctional practices, designed by Public Safety Canada, will result in 20 probation officers, as well as all supervisors and managers, being trained in core correctional practices.

## Measurement Results

### Average daily count in the Elizabeth Fry Community Training Residence (Adults)

Community training residences (CTRs) provide offenders with a period of transition to the community from custody, by allowing them the opportunity to put into place those elements of their case plans that increase the likelihood of a successful reintegration. The Elizabeth Fry CTR is operated by a community-based organization and provides services for a maximum of 12 female offenders. This measure gauges the performance of the Department on the use of the only community-operated CTR for female offenders.

Factors that influence this measure include the ability of the CTR to manage offenders, and the number of offenders who have case plans that include the elements necessary to reside in a CTR. The Department has a high level of influence on this measure.

Since October 2006, this community training residence is no longer operated by the Elizabeth Fry Society of Saskatchewan. It is now operated by Corrections and Public Safety. This measure will thus be removed from future performance plans and annual reports.

2006-07: 10 average daily count  
 2005-06: 9 average daily count  
 2004-05: 9 average daily count  
 2003-04: 9 average daily count  
 2002-03: 8 average daily count  
 2001-02 (baseline): 10 average daily count

### Per cent of residents at the Elizabeth Fry Community Training Residence who successfully complete the program (Adults)

Successful completion of the program means that residents in the program do not leave without authorization or re-offend, nor are they returned to the Pine Grove Correctional Centre. This measure shows the effectiveness of the service delivered by a CTR managed by a community-based organization.

The Department has a moderate level of influence over this measure. There is a degree of influence over the referral to the CTR and the development of the case plan, but the facility is responsible for management of the program.



Since October 2006, this community training residence is no longer operated by the Elizabeth Fry Society of Saskatchewan. It is now operated by Corrections and Public Safety. This measure will thus be removed from future performance plans and annual reports.

2006-07: 61 per cent  
 2005-06: 41 per cent  
 2004-05: 66 per cent  
 2003-04: 54 per cent  
 2002-03: 46 per cent  
 2001-02 (baseline): 64 per cent

**Per cent of participants in the Journey to a Better Lifestyle program who successfully complete the program (Adults)**

The Journey to a Better Lifestyle program is a holistic healing program delivered by the Prince Albert Grand Council (PAGC). The program includes spiritual traditional teachings, life skills and anger management and is a pre-release program for low-risk offenders from the Prince Albert Correctional Centre. The program serves a range of 100-135 offenders annually.

Successful completion of the program indicates that participants have taken steps to deal with issues that have contributed to their criminal behaviour. The number of offenders who complete the program is one indication that criminogenic needs have been addressed and that offending behaviour will be reduced.

Factors that influence the measure include the ability of the PAGC to facilitate the program and the number of offenders willing or able to participate in the program. Reasons for unsuccessful completion are unknown, but could be due to such factors as changes in facilitators, or more offenders being released or transferred.

Because of these factors, the Department has a relatively low level of influence on the measure. Nevertheless, the measure provides some indication of the effectiveness of the partnerships in delivering effective correctional programming.

The consistently high successful completion rates since 2001 suggest that criminogenic needs are being addressed through the programming.

2006-07: 95 per cent  
 2005-06: 88 per cent  
 2004-05: 92 per cent  
 2003-04: 90 per cent  
 2002-03: 80 per cent  
 2001-02 (baseline): 100 per cent

**Number of youth cases reaching agreement under Extrajudicial Sanctions (EJS) programs**

Extrajudicial Sanctions are programs in which offenders accused of a criminal offence take responsibility for their behaviour by participating in a community-based program, either at the pre-charge or post-charge stage. These programs attempt to balance the needs of victims, the accused, and their communities, while ensuring that society is protected. In Saskatchewan, EJS are specific government-authorized programs designed to operate as an alternative to the traditional court-based system for dealing with crime. Not all referrals to such programming reach agreement. For example, there has to be a willingness on the part of the offender to participate. The number of cases reaching agreement provides an indication of the capacity of community-based organizations to plan and deliver correctional services and of the partnership among the various agencies involved.

Factors that influence the measure include the capacity of the community-based organization to hire and retain sufficiently-trained staff. Other factors include the willingness of the police and Crown to refer youth to these programs. The Department has a moderate influence on this measure.

2006-07: N/A (data not available until fall 2007; will be reported on in next Annual Report)  
 2005-06: 2,473  
 2004-05: 2,534  
 2003-04: 2,655  
 2002-03: 2,599  
 2001-02 (baseline): 2,354

Source: Corrections and Public Safety Extrajudicial Sanctions database

### **Percentage of youth cases successfully completing alternatives measures programs (now referred to as Extrajudicial Sanctions)**

While the number of youth measures volume, the percentage of those cases successfully completing the program measures the effectiveness of the programs delivered by community-based organizations. Youth who successfully complete the programs will not acquire a criminal record. A high rate of successful completions will result in a reduction in the number of cases going through the court system and victim and community satisfaction in the justice system.

Factors that influence the measure include the ability of the community-based organization to attain meaningful agreements between the victim and offender, the willingness of the offender to participate in the process, and the meaningful participation of community representatives in the process. The Department has a low level of influence on this measure.

The consistently high rate of successful completions demonstrated over the past several years would indicate that once offenders are fully engaged in the process, they commit to it and experience a high rate of success.

2006-07: N/A (data not available until fall 2007; will be reported on in next Annual Report)  
2005-06: 91 per cent  
2004-05: 92 per cent  
2003-04: 89 per cent  
2002-03: 93 per cent  
2001-02 (baseline): 92 per cent

Source: Corrections and Public Safety Extrajudicial Sanctions database

**Objective 2** – Government works effectively with its partners to ensure municipal capacity in matters related to buildings, fire safety and emergencies

The Department delivers a number of programs and services that contribute to a safe living environment. This is accomplished by working with municipalities, fire services, those involved in building and fire code safety, emergency services providers, and individuals and industries involved in the manufacture, installation and operation of building-related heavy equipment. Citizen

awareness of public safety issues is important for the prevention of emergency situations, and it is important for citizens to know whom to contact when emergencies occur. Education, training and public awareness are therefore critical to improving community safety. In addition, having trained responders in each community allows for timely responses to emergency situations.

Prior to recent world and regional events, the Province was already facing the challenge of being able to respond to national emergency planning and security initiatives. With increased emphasis being placed by the federal government on national security, including essential infrastructure, these challenges have increased. Internal and external pressures will require the Department to develop policies and stretch limited resources as far as possible to respond to sector demands for inspection and licensing services, support municipal emergency preparedness, and provincial emergency management, and respond to certain federal initiatives, all of which provide a safe living, working and recreational environment. Progress in these areas will depend on the priorities established and the resources available to deliver the services.

Local authorities have the primary responsibility for providing a safe environment for their residents in the areas of fire suppression, building code enforcement and emergency planning. However, due to finite resources, exacerbated by rural depopulation resulting in higher proportions of senior citizens in rural areas, most municipalities cannot independently provide the complete complement of activities and services needed. Provincial, regional and local partnerships can provide opportunities to create support structures that share expertise, prevention initiatives, emergency services and regulatory services, which will increase the level of safety within each community. Within this partnership model, municipal capacity to deliver programs is enhanced. This objective is directly related to the government's theme of strong and vibrant communities.



## Key Actions for 2006-07 and Progress Made

- Assess the current level of public safety in communities across Saskatchewan.
  - A survey was developed, and additional survey material gathered from other jurisdictions, in order to assess communities' level of public safety. Additional data sources have also been developed. Some information is collected from municipalities through programs such as Sask911. As a result, a large database of emergency response information is being developed to support mapping, Geoconnections, emergency management and Office of the Fire Commissioner operations. This will provide a snapshot of the municipal preparedness across the province.
- Develop options to support communities to address their public safety issues.

### Training Delivery

- Training in fire protection and emergency management was delivered through 14 emergency management courses and workshops, and 10 fire protection courses, seminars and workshops. A new pilot program was developed involving municipal Emergency Measures Organizations (EMO) co-ordinators in delivering training to other municipal EMOs, which proved to be very successful. It is anticipated that training targets will be exceeded next year.
- Facilitated training in incident command, chemical biological radiological nuclear (CBRN), and instructor courses. The Train the Trainer program will be developed for these courses, which will allow local instructors to carry this work forward. The training program this year has exceeded expectations in terms of training delivery. The new initiative for instructors has performed above expectation with 28 Basic Emergency Management (BEM) courses being delivered and 600 applicants participating in this training. This is more than double last year's numbers. An expanded training package has been developed, based on stakeholder

demand, as well as requirements from provincial departments. Partnerships with Saskatchewan Environment, Search and Rescue (SAR) have provided additional training capacity in CBRN, Incident Command, SAR, and Emergency Management. Additional opportunities will be developed based on the same model to deliver more advanced training to municipalities in the future.

### Regional Program Delivery

- CPS has developed a strategy and program for regional public safety development. Several regions have been identified for development. A process has been developed and will be used to develop a regional public safety district. The regional approach to public safety was presented to the southeast area of the province with good success. Several other regions have contacted the Department asking to participate. This has been a very successful exercise with good municipal up-take.
- Continue discussions on a strategy for providing fire safety education awareness programs provincially and locally.
- CPS began a review of *The Fire Prevention Act, 1992*, to determine improvements that better reflect services currently delivered by fire departments and the needs of municipalities and residents.
- Link certification and licensing programs with long-term training strategy for communities in the areas of building and fire safety.
- Examined training, education and certification programs from other jurisdictions and nationally to find better opportunities to implement training required for continued support of the Building Official Licensing Program. These training opportunities will be expanded to other code users that require code training opportunities.

## **Measurement Results**

### **Number of participants in emergency management training under the Provincial Training Program**

The Department provides a series of training courses to municipal and provincial staff in various aspects of emergency management. Courses include Basic Emergency Management, Emergency Operation Centre Management, Exercise Design, and others designed to meet specific needs of stakeholders.

There is an increasing recognition that sharing resources in such areas as education, emergency planning and training may assist communities in addressing their protective services needs. Government can play a supportive role in assisting municipalities to work together in these areas. The number of municipal and provincial staff who are trained in various aspects of emergency management is one way of measuring municipal capacity with regard to emergency preparedness. The Department's level of influence on the measure is moderate. Nevertheless, it may need to reduce this level of training in the short term, in order to provide support for communities in emergency management or to assist them through an emergency.

2006-07: 971 participants  
2002-03 (baseline): 200

### **Number of municipalities participating in emergency management and protective services training under the Provincial Training Program**

This program, first introduced in 2002, provides municipalities with hands-on assistance in the development of local emergency plans. The Department provides support to local officials and community emergency co-ordinators with the design and development of an effective emergency planning model. It is the municipalities' responsibility to have a functional emergency plan in place at all times.

The number of municipalities participating in these workshops is one way of measuring emergency preparedness across the province. The Department has a moderate level of influence on this measure. Again, it may need to reduce some of this in the short term.

2006-07: 271 municipalities  
2002-03 (baseline): 80

### **Number of fire services certificates issued in Saskatchewan during the fiscal year**

The Department recognizes the importance of having qualified personnel deliver building and fire safety services across the province. As a result, the Department offers and promotes the certification and licensing of both fire service personnel and building officials. The rigorous testing and evaluation of these candidates by the Building and Fire Safety Unit leads ultimately to the validation and credentialing of personnel in accordance with recognized professional development standards. This certification results in a high quality of services being carried out, thereby ensuring that proper building and fire safety codes, standards and regulations are being met.

There are 6,000 fire fighters in the province, most of them volunteers. Demands for training have increased and are expected to continue to do so. Ultimately, we would hope to see all members of the fire service obtain certification as it is becoming an industry standard. Currently, there is no legislated requirement to do so; therefore, the Department has a moderate level of influence on this measure.

2006-07: 191  
2005-06: 129  
2003-04 (Baseline): 337

### **Number of building official licences issued in Saskatchewan during the fiscal year**

While local authorities have the primary responsibility for providing a safe environment for their residents with regard to building code enforcement, the Department has a role to play in the development of appropriate standards and codes, and in supporting municipalities to enforce those codes through such measures as training.

The number of licences issued for building officials provides one indication of how government and its municipal partners are working together to ensure public safety with respect to building standards. The Department has a moderate degree of influence over this measure. To date, there are 168 licensed building officials in Saskatchewan. Of that number, 122 are licensed as Class 1, 23 as Class 2 and 23 as Class 3.

2006-07: 76  
2005-06: 70  
2003-04 baseline: 68

#### **Number of building by-laws approved in Saskatchewan in the fiscal year**

The Department also recognizes the importance of having municipalities adopt a building by-law requiring that *The Uniform Building Accessibility Standards Act* and its Regulations be adhered to. By assisting municipalities in developing sound building by-laws, the Department plays a supportive role in strengthening building safety across the province.

The number of building by-laws approved in a year provides one indication of the extent to which municipalities are addressing public safety by adhering to acceptable building standards.

2006-07: 31  
2005-06: 31  
2003-04 baseline: 28

**Objective 3** – The Department plays a leadership role in strengthening emergency management across government

While individual departments may have lead responsibility for specific emergencies, the Department is responsible for co-ordinating overall emergency preparedness across government. CPS has the responsibility for leadership in ensuring that government, as a whole, is prepared for emergencies. This includes ensuring that each department has a viable emergency plan, that emergency preparedness is co-ordinated across government departments, and that departments have the necessary information and training needed in order to be prepared and to be able to respond.

#### **Key Actions for 2006-07 and Progress Made**

- Support the preparedness of government departments for emergencies through planning, training and workshops.
  - Five provincial organizations (10 participants) participated in an Emergency Public Information course.
  - Four of 13 government departments represented on the Provincial Emergency Management Committee (PEMC) have an emergency plan in place.
  - 103 provincial staff participated in a Basic Emergency Management (BEM) course.
  - 11 provincial organizations (17 participants) participated in business continuity planning (BCP) training sessions.
- Development of training materials as core curriculum for provincial emergency management training programs, including undertaking a needs assessment across government.
- Development and implementation of a strategy for the continuous review and updating of provincial and departmental, Crown and agency emergency plans.
  - Transitional update of the Provincial Emergency Plan was completed in spring 2006; a full comprehensive review will be completed in 2007-08 to incorporate additional program enhancements.
  - Three-year update cycle established for emergency plans.
  - Three of eight provincial contingency plans have been updated.
- In 2006-07, SaskEMO continued the work begun on establishing an effective committee and organizational framework incorporating the Minister, Deputy Minister and other key department officials.
- Development of baseline data and performance measures to track the amount of training and the number of emergency plans across government.

## Measurement Results

### Measures for this objective are under development

Objective 4 – Safety standards are maintained through a legislative framework that balances government, public and stakeholder interests

The Department delivers a number of programs and services that contribute to a safe living environment. This is accomplished by working with municipalities, fire services, those involved in building and fire code safety, emergency services providers, and individuals and industries involved in the manufacture, installation and operation of building-related heavy equipment.

The Department has been updating Acts and Regulations to ensure that they reflect current regulatory best practices, technology, and safety requirements. The challenge is to more equitably redistribute responsibilities and liabilities for risk-mitigation activities between government and those responsible for creating risk. As a result, certain industry sectors are likely to continue to seek to improve the way in which government regulates their industries and responds to technological change.

### Key Actions for 2006-07 and Progress Made

- Contribute to and participate in national and international standards development respecting boilers, pressure vessels, elevators, and amusement rides.
- Licensing and Inspection staff has participated as members of the Canadian Standards Association (CSA), National Board of Boiler and Pressure Vessel Inspectors, and American Society of Mechanical Engineers (ASME) technical committees for codes adopted under provincial legislation:
  - CSA B51 – Boiler, Pressure Vessel and Pressure Piping Code
  - CSA B52 – Mechanical Refrigeration Code
  - CSA B44 – Elevator Safety Code
  - Association of Chief Boiler and Pressure Vessel Inspectors
- Association of Chief Inspectors Technical Committee
- Standardization of Power Engineers Examinations Committee
- National Public Safety Advisory Committee
- Implement provisions of *The Boiler and Pressure Vessel Act, 1999*, and bring into force new Regulations.
  - *The Boiler and Pressure Vessel Act, 1999* and supporting regulations were proclaimed and came into force on January 1, 2007. Information sessions were provided in Regina, Saskatoon, Estevan, Lloydminster, and at some industry association meetings to provide details on changes within this new legislation.
  - To support changes within the new regulatory framework, the Licensing and Inspections Services Application (LISA) database was developed, tested, and implemented.
- Amend *The Electrical Contractor's Guarantee Bond Regulations, 1988*, to increase value of bond required.
  - Researching the impact to contractors and their clients with the associated change.
- Amend *The Gas Licensing Regulations* to increase value of bond required.
  - Researching the impact to contractors and their clients with any associated change.
- Amend *The Amusement Ride Safety Regulations* to update the adopted Code edition and incorporate further exemptions.
  - Ongoing research being performed.
- Administer gas and electrical licensing programs.
  - Gas and electrical licensing programs were maintained on target. While the number of licences issued in a given year is client-driven and thus not under the control of CPS, the Department can and does determine how many licences will expire in the fiscal year and makes a projection on how many will be renewed. The Department projected just under 2,400 licences would be renewed; a total of 2,678 were actually processed and issued.

- Administer and deliver boiler, pressure vessel, elevator and amusement ride inspection and related safety programs.
  - Boiler and pressure vessel inspection and related safety programs were maintained on target. The Department completed 12,089 inspections of boilers and pressure vessels; registered 2,161 new designs; issued 2,276 boiler operator licences; managed 1,390 welder tests; and issued 83 certificates for manufacturing pressure equipment.
  - Elevator and amusement ride inspections and related safety programs were maintained on target. The Department completed 216 amusement ride inspections; 1,992 inspections of elevating devices; and registered 74 new installation designs.
- Assess the impact of adopting new National Model Objective Based Building and Fire Codes.
- Complete consultations with stakeholders and introduce options on improving energy consumption in newly-constructed retail buildings.

#### **Number of reported elevator and amusement ride incidents**

Elevators, or elevating devices, are in widespread operation throughout the province. Passenger elevators, freight elevators, escalators, and ski lifts provide significant convenience to the public. Amusement ride devices are in widespread operation throughout the province at fairs and exhibitions during the summer months. Amusement ride safety initiatives establish and enforce technical safety standards to minimize the potential hazards associated with the transportation and movement of people by complex electrical and mechanical equipment. The measure of incidents in these areas will inform the Department on the safety standards in the areas of government inspection. In this case, "incidents" refer to serious or potentially serious incidents due to passenger intervention with safety controls and devices, undetectable deterioration of equipment, and unpredictable influences.

The factors that influence the potential for incidents to occur fall within two distinct areas: mechanical failure of the components of an elevator and the effectiveness of installed safety devices in response to a malfunction; and human intervention with safety controls and devices on the part of the passenger. The Department's influence is primarily associated with the first factor through its licensing and inspections programs. Inspections focus on the installed safety devices to ensure functionality in the event that there is a mechanical or electrical malfunction. The Department has limited influence with incidents related to passenger intervention beyond public education, such as through posted signage. Thus, while the Department aims for zero incidents, it cannot eliminate all risk.

There were no significant injuries sustained with the reported incidents. One of the incidents was associated with an amusement ride. Of the seven incidents reported, two were the result of passenger intervention with a safety control or device.

2006-07: 7  
 2005-06: 8  
 2004-05: 1  
 2003-04: 3  
 2002-03 baseline: 4

Source: Corrections and Public Safety, Licensing and Inspections monthly statistics

#### **Number of reported incidents for boilers and pressure vessels**

Licensing and Inspections provides public protection through the establishment and enforcement of technical safety standards related to the manufacture, installation and operation of complex pressure equipment in widespread use in all commercial, industrial and institutional sectors within the province. The measure of serious incidents informs the Department on the safety of communities as it pertains to government inspected boilers and pressure vessels. In this case, "incidents" refer to serious or potentially serious incidents due to operator error, undetectable deterioration of equipment and unpredictable influences.



The factors that influence the potential for incidents to occur are related to the design and manufacture, installation practices, and operation and maintenance of the pressure equipment. The Department's design registration, licensing of manufacturers, installers and operators of pressure equipment and related inspection programs has a direct influence on mitigating the risks associated with these areas. Periodic inspection of in-service pressure vessels provides a monitoring process on how effective an owner is in maintaining the pressure equipment and installed safety devices.

While the overall goal is to have no incidents occur, the very low occurrence of incidents is a good outcome and one that suggests that safety enforcement is being appropriately applied.

2006-07: 1  
2005-06: 1  
2004-05: 1  
2003-04: 1  
2002-03 baseline: 6

Source: Corrections and Public Safety, Licensing and Inspections monthly statistics

#### **Number of companies with licensed Quality Management Systems**

Under *The Boiler and Pressure Vessel Safety Act, 1999*, and supporting regulation, significant changes were made to the way licensing and inspections of boilers and pressure vessel equipment are undertaken. Prior to January 1, 2007, Government's role was that of regulator and provider of all services necessary to mitigate risk. Under the regulatory reform, Government will retain overall responsibility for regulating and setting standards governing the design, construction, installation, inspections and operation of pressure equipment. At the same time, there is the potential for industry to take on an increased role in certain areas, through government-industry partnerships. This is a significant change from the past way of doing business.

A Quality Management System is a licensed program that provides a pressure equipment owner with the opportunity to establish a documented inspection program and employ qualified inspection personnel, in order to perform recognized periodic

inspections upon the equipment they own. These inspections are necessary in order to maintain a licence to operate. Since Quality Management Systems have only come into force on January 1, 2007 with the new legislation, the baseline is zero. The measure will show the impact of the regulatory reform on the shift from government inspections to industry inspections, which is a key component of the legislation.

2006-07: 0  
2005-06 baseline: 0

#### **Percentage of licensed equipment inspected through Quality Management Systems**

A Quality Management System is a licensed program that provides a pressure equipment owner with the opportunity to establish a documented inspection program and employ qualified inspection personnel, in order to perform recognized periodic inspections upon the equipment they own. These inspections are necessary in order to maintain a licence to operate. This measure will assess the proportion of owner-inspections, thus documenting the shift from government to private inspections.

2006-07: 0 per cent  
2005-06 baseline: 0

#### **Percentage of licensed boilers that operate under enhanced safety control systems**

Under the new Regulations, as an alternative to constant boiler operator attendance, owners who choose to install enhanced safety controls and apply additional operational safeguards on their boilers are able to take advantage of reduced operator attendance requirements.

The proportion of licensed boilers operating under these enhanced safety control systems is one indication of the partnership approach between industry and government in implementing effective safety standards.

2006-07: 3.6 per cent  
2005-06 baseline: 0

### **Average inspection frequency of pressure equipment**

One indicator of the effectiveness of an inspection program is the re-inspection recall frequency of pressure equipment. Baseline inspection frequencies are established based on equipment type, previous inspection results (assessment of in-service condition), and other risk assessment factors.

The inspection recall frequency can be increased based on equipment type, historical inspection data, a more comprehensive assessment of in-service conditions, and a risk analysis. Pressure equipment owners with a licensed Quality Management System can apply their knowledge of historical inspection data (demonstrating no significant deterioration of pressure equipment) and historical operational data (indicating periods of upset or operational cycles), along with making use of additional preventative maintenance techniques taken from evolving industry standards and a risk analysis, to provide a more comprehensive assessment of the equipment towards increasing the inspection recall frequency. This will allow for greater periods of time between shutdowns required for maintenance. Consequently, the average inspection frequency of pressure equipment is expected to increase.

This measure assesses the impact of the regulatory reform on the effectiveness of the inspection program under a shift from government inspections to industry inspections.

2006-07: 3.86 years per inspection recall  
2005-06 baseline: 0

### **Goal 2 – Re-offending behaviour is reduced due to rehabilitative interventions with offenders**

Objective 1 – Rehabilitative interventions to reduce re-offending behaviour are derived from current research, are evidence-based and demonstrably effective

There is a growing understanding that the incarceration of offenders, by itself, is not the answer to reduce re-offending behaviour. A combination of supervision, risk and needs assessment, and the delivery of appropriate programs at the right time to high-risk and violent offenders will more likely result in reduced offending behaviour. Correctional interventions based on current research and evidence-based approaches are the most likely to result in successful outcomes for offenders. Continued evaluation of rehabilitative interventions and modification, as appropriate, will help ensure these outcomes. While the term 'rehabilitative' is used, many of the offenders in the youth and adult correctional systems have always been on the margins of society and have never fully participated in a functional way. The term 'habilitative' is more appropriate in these cases. The primary goal of these interventions is to link the offenders with services in the community that will help them to cope in their situation without having to resort to criminal behaviour.

The Department has begun the process of assessing all its programs against established program standards, with the goal of reducing the re-offending behaviour of participants in these programs and using the least restrictive measures required, as per legislation.

### **Key Actions for 2006-07 and Progress Made**

- Continue to implement the violence reduction initiative by: continued training on core correctional practices; continued program audits using Corrections Program Audit Inventory (CPAI); improved education, employment and activity opportunities for offenders; and implementation of a risk assessment tool for domestic assault offenders.

- Core correctional practice training consisted of 850.5 training days and 311 participants.
  - A provincial case review was completed on serious violent adult offenders serving community sentences.
  - Seventy-nine probation staff were certified in administering a domestic assault risk assessment.
  - Three clinical services managers have been hired to provide services to community and facility Adult Corrections for the north, central, and southern regions.
  - The Adult Corrections Interdepartmental Employment Opportunities Committee was established, consisting of members from Young Offenders, Department of Community Resources (CR), and Department of Advanced Education and Employment (AEE), Community Training Residence (CTR), Regina Provincial Correctional Centre (RPCC) and Probation, in order to improve training and employment opportunities for inmates.
  - A six-month pilot project at RPCC has been developed, and a vocational rehabilitation officer was hired to link with community employment agencies and programs, in hopes of bringing services into the Centre.
  - Representatives from AEE are exploring the option of bringing services offered by the Work Preparation Centre into the Regina Provincial Correctional Centre.
- Develop and implement a provincial gang suppression strategy.
    - CPS and Justice continue to support the development of a province-wide strategy. In 2006-07, CPS implemented community-based targeted initiatives for gang-involved youth and young adults in Saskatoon and began development of an initiative in Regina. These programs will connect the young person with resources and pathways to exit gang life.
  - Design and implement evidence-based research on risk assessment and community safety planning.
    - Over the past 10 years, the Offender Risk Assessment Management System (ORAMS) has served as the Adult Corrections primary risk assessment for criminal recidivism. In 2006, the assessment was reviewed. Items not predictive of re-offending were re-written to align with current research. The resulting assessment, the Saskatchewan Primary Risk Assessment (SPRA), will be implemented by probation officers in May 2007, following a certification process.
  - The Integrated Case Management System (ICM) for Adult Corrections was reviewed in 2006. This review was informed by research demonstrating effective interventions for offenders. Additional components designed to reduce re-offending and promote community safety have been incorporated into the case management model which will be implemented in 2007.
  - The young offender general risk assessment has been validated for Saskatchewan youth. Joint research projects between the University of Regina and the University of Saskatchewan are currently underway to examine risk assessments and community safety planning.
  - Review custody practices regarding nutrition and exercise.
    - Each Adult Corrections facility has ensured staff responsible for nutrition are aware of the updated Canada Food Guide in order to incorporate any changes.
    - Activity on this key action is planned for 2007-08 for young offenders.
  - Provide facility youth workers with training developed through the provincial FASD strategy.
    - Training on client profiles, which covers FASD, is part of the mandatory training received by all facility youth workers.
  - In partnership with the Department of Learning, implement programs that facilitate the transition of youth from custody to schools in the community.
    - Continued implementation of the young offender Education in Custody initiative to ensure youth are reintegrated into their community schools.



**Percentage of offenders who have completed their sentence at a correctional facility and were re-admitted to any adult correctional program within 24 months of completion**

Research shows that correctional programs that target the criminogenic needs of offenders, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders who have completed custody and were re-admitted to any correctional program is one measure of program effectiveness.

There are many factors that influence the lives of offenders as they pertain to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her custody sentence, so it has limited influence over the measure. A low percentage figure is desirable for this measure.

It should be noted that there was an error in reporting on this measure in previous years. The figure that was reported previously only included re-admission to a correctional facility, whereas it should have included re-admission to any correctional program as the measure states. Thus, the increase in the re-admission rate in 2004-05 over the previous year reflects the error in reporting more than it does a true increase in re-admission rates. The Department has recalculated the figures for the previous years to appropriately revise them.

2006-07: 50 per cent  
2005-06: 51 per cent  
2004-05: 45 per cent\*  
2003-04: 36 per cent  
2002-03: 28 per cent  
2001-02 baseline: 34 per cent

- \* Release concluded between April 1, 2002 and March 31, 2003, where the offender was re-admitted on or before March 31, 2005. Data for previous years were calculated for a 12-month period, whereas the 2004-05 calculations are based on a 24-month period.

Source: Corrections and Public Safety, Corrections Management Information System

**Percentage of offenders who have completed probation and were re-admitted to any adult correctional program within 24 months of completion**

Research shows that correctional programs that target the criminogenic needs of offenders, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders who have completed probation and were re-admitted to any correctional program (custody or community) is one measure of program effectiveness.

There are many factors that influence the lives of offenders as they pertain to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her custody sentence, so it has little influence over the measure. A low percentage figure is desirable for this measure.

As with the previous measure, there was an error in reporting on this measure in previous years. The figure that was reported only included re-admissions to a correctional facility, whereas it should have included re-admission to any correctional program as the measure stated. Thus, the increase in the re-admission rate in 2004-05 over the previous year reflects the error in reporting more than it does a true increase in re-admission rates. The Department has recalculated the figures for the previous years in order to appropriately revise them.

2006-07: 31 per cent  
2005-06: 28 per cent  
2004-05: 34 per cent\*  
2003-04: 18 per cent  
2002-03: 12 per cent  
2001-02 baseline: 18 per cent

- \* Release concluded between April 1, 2002 and March 31, 2003, where the offender was re-admitted on or before March 31, 2005. Data for previous years were calculated for a 12-month period, whereas the 2004-05 calculations are based on a 24-month period.

Source: Corrections and Public Safety, Corrections Management Information System

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**Percentage of offenders who have completed a conditional sentence and were re-admitted to any adult correctional program within 24 months of completion**

Research shows that correctional programs targeted at the specific areas that lead to offending behaviour, and are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders who have completed a conditional sentence and were re-admitted to any correctional program (custody or community) is one measure of program effectiveness.

There are many factors that influence the lives of offenders as they pertain to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her sentence, so it has little influence over the measure. A low percentage figure is desirable for this measure.

As with the previous measure, there was an error in reporting on this measure in previous years. The figure that was reported only included re-admissions to a correctional facility, whereas it should have included re-admission to any correctional program as the measure stated. Thus, the increase in the re-admission rate in 2004-05 over the previous year reflects the error in reporting more than it does a true increase in re-admission rates. The Department has recalculated the figures for the previous years in order to appropriately revise them.

2006-07: 50 per cent  
2005-06: 32 per cent  
2004-05: 35 per cent\*  
2003-04: 23 per cent  
2002-03: 24 per cent  
2001-02 Baseline: 18 per cent

- \* Release concluded between April 1, 2002 and March 31, 2003, where the offender was re-admitted on or before March 31, 2005. Data for previous years were calculated for a 12-month period, whereas the 2004-05 calculations are based on a 24-month period.

Source: Corrections and Public Safety, Corrections Management Information System

**Number of participants in the Help Eliminate Auto Theft (HEAT) program**

The HEAT program began in Regina in 2002, in response to the increasing problem of auto theft by young offenders. The HEAT program is for first-time offenders and incorporates a targeted approach that includes enhanced partnerships, tighter supervision, better co-ordination and more effective rehabilitation. All referrals to the HEAT program go through a preliminary risk and needs assessment screening process. Those who are screened as medium- or high-risk are accepted into the program, while those that have a preliminary screening of low-risk are referred to other Extrajudicial Sanctions. The measure shows the number of youth referred whose initial level of risk is assessed as medium or high.

The number of offenders participating in the program is a measure of the referrals to effective programs that reflect current research and best practice. The Department has a moderate influence over this figure.

2006-07: N/A (data not available until fall 2007; will be reported on in next Annual Report)  
2005-06: 58  
2004-05: 72  
2003-04 baseline: 67

Source: Regina Police Statistics

**Percentage of HEAT participants who re-offend (auto theft)**

The proportion of HEAT participants who re-offend in the area of auto theft during the time of their involvement in the program is one measure of the effectiveness of the approach. However, there are many factors that influence the lives of offenders in relation to subsequent offending behaviour. The Department has a low level of influence over these factors, and thus a low level of influence over the measure.

A low percentage figure is desirable for this measure, since that indicates a low level of reoccurrence of auto theft behaviour.

2006-07: N/A (data not available until fall 2007; will be reported on in next Annual Report)  
2005-06: 12.5 per cent  
2004-05: 14 per cent\*

\* Figure represents the two-year period 2002-03 to 2004-05.

**Objective 2** – Rehabilitative interventions respect and address the cultural and spiritual needs of Aboriginal clients

While recognizing the circumstances of Aboriginal people in Saskatchewan, the justice and other human service systems must treat Aboriginal people fairly, and work to address issues that now result in high levels of offending behaviour, victimization and incarceration of Aboriginal people. The keys to this include: supporting Aboriginal communities, organizations and governments in developing and delivering services within and outside the justice system, while recognizing that they do not always have the means and resources to be the effective partners they want to be; integrating the values, cultural practices and beliefs that meet the needs of Aboriginal people; and employing more Aboriginal people in the justice system.

These issues and approaches were highlighted in the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform.

### Key Actions for 2006-07 and Progress Made

- Provide appropriate cultural programs, including ongoing Elder participation in community and custody programs.
  - Programs designed specifically to increase Aboriginal involvement and enhance young offender and staff awareness of First Nations traditions and culture have been developing and expanding in custody facilities for more than a decade. Young offender custody facilities have a staff position identified as the cultural co-ordinator. Their duties typically involve working in partnership with local First Nations people and Elders to design and deliver programs that best reflect the local experience.

- A number of programs continue to be implemented in the various correctional facilities for adult offenders. These include: weekly sweats, urban camps, Elder visits and counselling, healing circles, parenting programs, special cultural celebrations, and programs such as the Balanced Lifestyle Program, which provides Aboriginal teachings based on the Medicine Wheel concepts.
- Maintain a range of Aboriginal-operated reintegration, custody and community services.
  - The Spiritual Healing Lodge in Prince Albert continues to be an important custody option for Aboriginal offenders.
  - Reintegration programs are delivered through Yorkton, Battlefords and File Hills Qu'Appelle Tribal Councils and the Regina Treaty/Status Indian Services (RTSIS). The programs connect youth exiting custody with services supporting community integration through access to Elders, culture and spirituality. The Four Phase Reintegration Encampment Program operated by Paul Dojack and Echo Valley Youth Centres, Fort Qu'Appelle Community Programs, File Hills Qu'Appelle Tribal Council and Regina City Police Services provides a holistic First Nations treatment response for youth returning to their home communities in the Fort Qu'Appelle area.
- Develop a training module on Aboriginal-cultural awareness for the Department.
  - The First Nations and Métis Manager has initiated a plan for implementing the training and awareness within the Department. The plan includes how the training and information will be standardized and delivered on a regular basis to ensure that all staff receive training, and the curriculum is approved by the Department.

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**Per cent of Corrections and Public Safety employees that self-identify as being of First Nations or Métis ancestry**

One way of helping ensure that correctional programs respect the cultural and spiritual needs of Aboriginal clients is to have correctional staff who are of First Nations or Métis ancestry. This measure reflects data based on self-identification, so may be an under-representation of the proportion of staff of First Nations or Métis ancestry.

The Department has a moderate level of influence over the measurement results through its role in promoting the hiring of First Nations and Métis staff.

2006-07: 16.2 per cent  
2005-06: 16.4 per cent  
2004-05: 15.1 per cent  
2003-04: 15 per cent

**Average daily count at the Prince Albert Grand Council Spiritual Healing Lodge**

Since 1997, Corrections and Public Safety has contracted with the Prince Albert Grand Council for the operation of a Spiritual Healing Lodge that houses up to 20 provincially-sentenced male offenders, as well as five federally-sentenced male offenders. The focus of the healing lodge is to provide the residents with a solid grounding in First Nations culture, values and customs and to address their mind, body, spiritual and emotional needs. Program objectives include the development of a plan for each resident to address problems that bring him into conflict with the law, and the development of an aftercare or release plan with his home community.

The Spiritual Healing Lodge is an example of a program that addresses the cultural and spiritual needs of Aboriginal offenders. While the majority of participants are Aboriginal, the program is not restricted to Aboriginal offenders.

The Department has a moderate level of influence, through its role in referring offenders to the program and in promoting the program as an option for offenders.

This is a new measure introduced in the 2005-06 Performance Plan.

2006-07: 16 average daily count  
2005-06: 17 average daily count  
2004-05: 18 average daily count  
2003-04: 15.6 average daily count

**Per cent of Healing Lodge participants who successfully complete the program**

While the average daily count provides a measure of volume, the per cent of successful completions measures the effectiveness of cultural and spiritual programming. Successful completion is defined as the offender not being returned to a correctional facility during the program, or not absconding.

The Department has a moderate level of influence through its role in referring appropriate offenders to this program. This is a new measure introduced in 2005-06.

2006-07: 65 per cent  
2005-06: 63 per cent  
2004-05: 50 per cent  
2003-04: 88 per cent

Objective 3 – A continuum of programs and services are delivered with partners to address the appropriate needs of clients

The need to provide appropriate programs in a timely manner, to address the range of needs of offenders as a means of minimizing the risk they pose and addressing their criminogenic needs, is an ongoing challenge. Within the justice sector, effective early intervention services, such as diversion and alternative measures, can prevent offenders' further involvement in the criminal justice system. Effective links to community resources, including reintegration programs, which address the needs of offenders and manage risk to the community, are more effective in achieving long-term behavioural changes. In most cases, correctional services rely on the availability of community treatment resources for such issues as addictions and mental health, and play a supportive role with links to education and employment resources in the community. The lack of attachment to appropriate community resources can result in further offending behaviour.

## Key Actions for 2006-07 and Progress Made

- Work with Community Resources (CR) and Advanced Education and Employment (AEE) to develop an employment model for offenders.
  - CPS, in partnership with CR and AEE, has implemented a pilot project in Regina to provide increased vocational readiness and support services to enhance access to employment opportunities for offenders (adult and youth) leaving custody. CPS, CR and AEE have formed an Offender Supported Employment Steering Committee to guide program model development and project implementation and evaluation. The Regina Provincial Correctional Centre (RPCC) is presently piloting this initiative. They are hiring a vocational rehabilitation officer for a six-month term. Some of the activities undertaken include: developing and facilitating linkages to appropriate employment readiness programs and community employers; developing, implementing and administering a pre-employment skills/strengths assessment and analyzing results; working with government, non-government, community agencies and employers, in order to make linkages between offenders and programs/employment to enhance service to offenders; accessing vocational programming for inmates being released to the community; motivating, engaging and supporting offenders in employment activities; exploring various models of assisted employment activities specific to adult offenders; providing initial capacity for assisted/supported employment activities; and transporting offenders to and from employment in the community. An evaluation of this pilot will be conducted in fall 2007.
- Participate in the implementation of the Provincial Drug Strategy (Project Hope).
  - Together with five health regions, CPS has reviewed existing services, and examined service gaps with the outcome of developing a more complete continuum of addiction services for youth in custody. Services will be operational in early 2007-08.
- A provincial steering committee comprised of Adult Corrections and health authority members has been created to implement treatment services.
- Initial start-up funds have been provided to the health authorities involved with Adult Corrections.
- Participate in the Intersectoral Advisory Committee on Children's Mental Health Services.
  - The strategy to address children's mental health services was completed and funding provided to the Department of Health. The Advisory Committee no longer meets.
- Provide leadership in the Northern Youth Action Plan.
  - Continue to work with New North and other government departments on an implementation plan in response to the recommendations.
- Conduct an analysis of the mental health needs of difficult-to-manage youth in custody and develop a plan to improve services to these youth.
  - A study to consider the needs of high-risk violent young offenders and how effectively they are being met in current practice is underway. Additionally, the use of an instrument to identify youth having difficulty adjusting within facilities is being considered.
- Work with the Department of Learning to ensure the drug education curriculum is delivered to youth in custody education programs.
  - This item is on the agenda for the Education in Custody initiative.

### **Per cent of offenders who were granted early release under the Extended Authorized Absence Program (EAAP) and were re-admitted to any adult correctional program within 24 months of completion**

Under the provisions of *The Correctional Services Act*, offenders can be granted release from custody prior to their custody release date that has been calculated for remission. A typical reason for early release would be to attend a treatment program in the community. This measure, then, is



a gauge of the offenders' reintegration into the community after a custody sentence, and helps CPS to determine the appropriate use of reintegration programs.

There are a number of factors that influence the lives of offenders, such as residence, education/employment opportunities, relationships with significant people and treatment. While the Department has supervision requirements for the duration of the EAAP, there may not be supervision requirements past the time of custody termination. The Department has a low level of influence on this measure. A low per cent figure is desirable for this measure.

2006-07: 33 per cent  
2005-06: 38 per cent  
2004-05: 36 per cent  
2003-04: 27 per cent

Note: As noted in the 2004-05 Annual Report for CPS, there was an error in reporting on this measure. Figures previously reported only included re-admissions to a correctional facility, whereas they should have included re-admission to any correctional program as the measure states. CPS has recalculated the measure for the previous reporting years to correct this error; thus the figures reported have been adjusted, and now accurately report on the measure.

**Per cent of offenders who completed their sentence in a community training residence (CTR) and were re-admitted to any adult correctional program within 24 months of completion**

Some offenders can be transferred to a CTR prior to the expiration of their period of custody. Typically, this would happen so that the offender could work in the community as part of a pre-release plan from custody. This measure is a measure of the offenders' reintegration into the community after a custody sentence, and helps the Department to determine the appropriate use of reintegration programs.

There are a number of factors that influence the lives of offenders, such as residence, education/employment opportunities, relationships with significant people and treatment. In some cases, the Department has involvement with offenders after their discharge from a CTR; but in many cases, there is no post-custody supervision

required from the courts. The Department has a low level of influence over this measure. A low per cent figure is desirable for this measure.

2006-07: 49 per cent  
2005-06: 39 per cent  
2004-05: 33 per cent  
2003-04: 33 per cent

Note: As noted in the 2004-05 Annual Report for CPS, there was an error in reporting on this measure. Figures previously reported only included re-admissions to a correctional facility, whereas they should have included re-admission to any correctional program as the measure states. CPS has recalculated the measure for the previous reporting years to correct this error; thus the figures reported have been adjusted, and now accurately report on the measure.

**Per cent of case plans in adult institutions that are in compliance with case management standards**

The Integrated Case Management final phase was implemented in June 2002. This policy defines the standard of the completion of case plans in facilities within 28 days of the offender's admission. The Department will do a file audit of all custody files to measure compliance with standards. This will be a good accountability measure for custody programs.

The factors that influence this measure include custody population sizes and staffing issues, such as the maintenance of staff in each position. The Department has a high level of influence on this measure.

2006-07: N/A\*  
2005-06: N/A\*  
2004-05: 60 per cent  
2003-04: 51 per cent

\* CPS did not undertake an audit in 2005-06 or in 2006-07 because resources were reallocated to provide necessary training in case management (beginning with the Saskatchewan Primary Risk Assessment), a fundamental step to ensuring staff has the skills to influence the outcome. The audit will be resumed in the future once all staff has been trained in Integrated Case Management, which is anticipated to take a number of years to complete. Once the training is complete, it will allow us to use the last measure(s) as a baseline to determine the effectiveness of the training.

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**Per cent of case plans in community correctional programs that are in compliance with case management standards**

The final phase of the Integrated Case Management plan was implemented in June 2002. This policy defines the standard for the completion of the case plan in community corrections to be within 42 days from the beginning of the sentence. The Department will do a file audit of a sample of community program files to measure compliance with standards. This will be a good accountability measure for community correctional programs. \*

The factors that influence this measure include caseload sizes and staffing issues, such as the maintenance of staff in each position. The Department has a high level of influence on this measure.

2006-07: N/A\*

2005-06: N/A\*

2004-05: 44 per cent

2003-04: 53 per cent

- \* CPS did not undertake an audit in 2005-06 or in 2006-07 because resources were reallocated to provide necessary training in case management (beginning with the Saskatchewan Primary Risk Assessment) – a fundamental step to ensuring staff has the skills to influence the outcome. The audit will be resumed in the future once all staff has been trained in Integrated Case Management, which is anticipated to take a number of years to complete. Once the training is complete, it will allow us to use the last measure(s) as a baseline to determine the effectiveness of the training.

**Average daily count of adult offenders on bail supervision**

Canadian criminal law is such that, in most cases, accused persons have limited restrictions placed on their freedom during the adjudication of their cases. Courts remand accused individuals to custody, pending trial or sentencing following a trial, in three situations: when there is doubt that

the individual will return for subsequent court appearances; because the risk to re-offend is high; or to ensure public confidence in the justice system. Remand is an intensive, high-cost, and highly-restrictive measure. Many individuals can be safely supervised in the community, while also meeting the objectives of remand. The Judicial Interim Release program, commonly known as bail supervision, provides a safe and cost-effective community alternative to remanding an accused person in custody. Bail supervision promotes community safety and reduces unnecessary disruption to individuals regarding connections to family, community services and supports, and employment/education/training.

In order to assist the court, Corrections staff prepare reports regarding the individual's suitability for bail supervision. Where the court issues a Judicial Interim Release Order, there are usually conditions that are numerous and restrictive, and require a high level of involvement with Corrections staff. This high level of involvement provides for quick responses to any alleged violations of the order, while at the same time allowing a range of individuals to safely remain in their community.

This measure counts the annual number of individuals under bail supervision. The measure indicates the capacity of Corrections to provide an alternative to remand.

2006-07: 749

2005-06: 750

2004-05: 525

2003-04: 507

2002-03 (baseline): 425

Source: Corrections and Public Safety, Corrections Management Information System

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### **Goal 3 – Safe, healthy and respectful departmental work environments that support learning, diversity, excellence and accountability**

**Objective 1** – Organizational capacity is strengthened through enhanced employee competence and accountability by ensuring the necessary learning and other supports and strategies are in place

Employees' skills and abilities are enhanced through staff training plans, equity programs and recruitment. These initiatives are fundamental to maintaining an effective working environment and building the capacity of the organization for the future. Managers are accountable for leadership and providing support; employees are accountable for acquiring and maintaining the necessary skills.

There is a growing demand from the public for government to be more open to public scrutiny, to be fiscally responsible and to be more accountable to issues of privacy.

#### **Key Actions for 2006-07 and Progress Made**

- Prepare the Justice Enterprise Information Network (JEIN) system for implementation.
  - Corrections and Public Safety has continued to work in partnership with Justice and the Information Technology Office to develop an integrated justice information system.
  - Work has progressed on technical evaluation and conceptual design to ensure development supports Saskatchewan Justice and CPS information-sharing, operational, and planning needs.
- Develop a four-year strategic budget plan.
  - A department-wide strategic and budget planning session was conducted.
  - The Department continues to advance the strategic plan, through linking the budget and financial plan to strategic policy and program priorities.
- Strategic budget planning continues to evolve, consistent with government direction and priorities.
- The Department continues to work with Saskatchewan Property Management (SPM) on the development of a long-term capital facilities plan, with Phase 1 being completed in 2006-07.
- Allocate budget/FTEs to accurately reflect expenditures.
  - Existing resource and expenditure plans are reviewed, and budgets and FTEs are realigned to address resource needs and priorities.
  - The Department annual fiscal management plan was developed to identify funding shortfalls and opportunities to address program priorities.
  - Funding of \$1.84 million was allocated to a number of capital projects across the province, including the completion of the remand unit at Prince Albert Youth Centre, security and equipment upgrades at Saskatoon Correctional Centre, computer software and hardware acquisitions, and preliminary capital design work.
- Have case management policy manuals printed and posted on the Intranet.
  - All community and custody program policies, including case management, have now been posted on the Xtranet, which is accessible by all custody and community staff.
- Implement the degree qualifications policy.
  - The degree qualifications policy was implemented by the Department following approval from the Public Service Commission. This year's key action is the public announcement of the corrections-focused Bachelor of Human Justice degree with the University of Regina.
- Research, develop and submit an incentive plan to support recruitment and retention of staff in hard-to-recruit locations.
  - Work is ongoing to improve recruitment and retention. As well, work is underway with the Public Service Commission to develop additional options.



- Implement the Succession Management Program.
  - Initial development has been undertaken for the 2007-09 formal succession program with 11 participants to be selected in April 2007.
  - A learning and leadership consultant has been hired to provide leadership training, development expertise and project management.
  - With completion of the 2005-07 program, an evaluation framework is being developed, which will include longitudinal follow-up to measure the impact the program has had in addressing succession and in achieving strategic goals.
  - A full calendar of leadership development workshops has been offered and/or co-ordinated, including government processes, resolving conflict constructively, and Aboriginal issues.
- Address sector-specific diversity issues.
  - A one-day planning session was held for sharing roles and responsibilities, terms of reference, challenges and successes for the Department diversity committee in the Saskatoon, Prince Albert, Regina and North Battleford correctional centres.
- Increase the number of Aboriginal supervisors in community and custody programs to 14 per cent of the supervisory staff.
  - Presently team leaders in custody programs exceed population representation numbers; however, community and custody supervisors do not. Consequently, this item will be ongoing until the target is reached.
- Maintain provincial training and competency standards in the areas of risk assessment, community safety planning and core correctional practice.
  - A certification process for adult primary risk assessment was implemented in 2006-07. Eighty-eight probation officers were certified. Seventy-nine probation officers were certified in domestic assault risk assessment; 158 young offender staff were certified to complete a general risk assessment for youth; and an additional 48 staff are currently involved in certification mastery.

- Ensure adequate training.

#### Adult Corrections and Young Offenders

- A total of 83 skills-based workshops were conducted or organized by the Program Development and Therapeutic Services Unit, involving 917 participants, for a total of 2,047.5 training days.
- One hundred and twenty-eight clinical supervision reviews occurred with young offender and adult corrections files, which provided feedback to the case worker and supervisor.

#### Management Services

- Central Office staff conducted province-wide financial information sessions to address key budget and forecast training needs for administrative staff and managers.
- Accountability training was provided to managers and front-line staff on safeguarding assets and public funds and clarifying roles and responsibilities.
- Purchase card training was provided to gain efficiencies in operations.

#### Human Resources (HR)

- A respectful workplace workshop was developed and delivered. This workshop has been delivered on-site, by request, at many work units, and continues to be in high demand.
- A full calendar of human resource management workshops has been delivered, including grievance handling, practical art of coaching and staff process.

#### Number of training days per employee per year

Ensuring employees have access to training (both formal and informal) and providing supports for employees to participate in training are key elements of enhancing employee and organizational competence. Tracking the number of training days per employee is another way of measuring progress toward that objective.

The average number of training days per employee is a partial indicator of the organization's and employees' commitment to training, thus contributing to employee competency. Again, it is helpful to compare ourselves to other, comparable standards. This information is not available for the provincial government as a whole.

The Department assesses training needs based on requests from branch managers, changes in legislation, changes to business practices and/or best practice developments in personal and professional development. The benchmark for training days from the Conference Board of Canada is 3.70 days per employee. Pro-rated for CPS for 2006-07, accounting for the strike, the number of training days would be 3.021 days per employee.

2006-07: 2.98 days  
2004-05 (baseline): 4.33 days

Source: Government of Saskatchewan Internet Personnel System (IPS)

#### **Average training dollars per employee per year**

Average training dollars per employee per year is another partial indicator of the commitment to training and enhancing employee competence.

It is generally accepted that 80 per cent of an organization's training occurs informally, during day-to-day job performance. It is also accepted that 20 per cent of training is done formally. However, some organizations such as Corrections and Public Safety use in-house trainers, as opposed to more expensive outside trainers. The dollar value should be read as an efficiency in this context, if read in conjunction with the training days.

2006-07: \$73.31  
2004-05 (baseline): \$131

#### **Objective 2 – Occupational health and safety is addressed at all work sites**

Staff and client safety and security are important issues in all work environments. This is of particular importance to the Department in that many staff work in correctional facilities, and other staff are involved in safety inspections and in responding to emergencies. To achieve safety and security requires that careful management of risk and appropriate levels of protection are in place. Structures such as the provincial Occupational Health and Safety (OH&S) committee and local committees ensure that these issues are addressed.

#### **Key Actions for 2006-07 and Progress Made**

- Review and develop a shift work orientation and education program.
  - Options of sharing information electronically on a monthly basis with shift work employees are being explored. Information will be used to develop a training program for new recruits and monthly refresher training on a local level.
- Evaluate the Infectious Disease Policy and training.
  - Locations that have applied the training will be asked to evaluate the effectiveness of the training.
- Research, test and procure protective equipment for staff dealing with physical interventions with aggressive/violent offenders.
  - Young Offenders: This equipment has been tested and procured for one facility and is on order for others.
  - Adult Corrections: A provincial committee of union and management representatives is currently researching the need for and use of additional protective equipment.
  - Tasers have been approved in the four major correctional centres. The taser will be only used by the Emergency Response Teams as a last resort in the continuum of force.

- Review, update, and develop emergency management plans as required.
  - Work is well underway and will continue into the 2007-08 fiscal year.
- Establish a work plan and follow-up on employee response to the Workforce Survey.
  - Work units across the Department have conducted planning meetings and developed plans to address issues identified by employees. Branches have reported at mid-year and year-end on their progress in implementing survey action plans. Work plans are progressing at varying stages. The Department is committed to supporting a positive culture change as employee work plans are implemented and progress communicated to all employees.
- Ensure staff access to all wellness information and provide leadership through participation in wellness events.
  - The first annual CPS OH&S conference was held in Humboldt in May 2006, with 80 per cent of invitees attending. The conference was deemed successful after the collection of feedback from attendees, presenters, exhibitors, and visitors. Planning is underway for the next annual CPS OH&S conference, scheduled for fall 2007.
  - Information throughout the year is provided monthly to OH&S members to share with all employees at their work location and via the Wellness page of the Intranet.
  - OH&S members continue to receive monthly wellness e-mails and the Wellness page is regularly updated.
- Develop plans to address individual and work group safety needs.

#### **Percentage of workplace inspections completed by local Occupational Health and Safety Committee or representatives**

Accidents and illnesses can be prevented. An inspection is a purposeful examination that identifies and helps correct threats to the health and safety of workers. With regular workplace inspections, problems are identified long before anyone gets hurt.

2006-07: 77 per cent  
 2005-06: 53.5 per cent  
 April - October 2004 baseline: 37 per cent

#### **Percentage of workplaces that meet Occupational Health and Safety training requirements by having at least one person trained in OHC Levels I and II**

Occupational Health Committee (OHC) training Level 1 reviews *The Occupational Health and Safety Act, 1993*, and *The Occupational Health and Safety Regulations, 1996*, to help explain the responsibilities of occupational health committees. It discusses how a committee can become more effective. This includes hazard identification and controls, recommendations to use in dealing with concerns and when investigating refusals to work under Section 23 of the Act.

Occupational Health Committee training Level 2 helps occupational health committee members and employers to plan effective workplace inspections and accident investigation programs. It emphasizes planning to identify and control hazards.

2006-07: 81 per cent (Level I training)  
           62 per cent (Level II training)  
 2005-06: 92.5 per cent (Level I training)  
           46.7 per cent (Level II training)  
 April - October 2004 baseline: 50 per cent

Objective 3 – Employee and client rights are respected and they are ensured access to due process

Employee rights are covered by the various collective agreements and guidelines from the Public Service Commission.

It is necessary to strike an appropriate balance between security, supervision and treatment, and the rights of the clients. Achieving this balance involves working closely with the offices of the Ombudsman, Children's Advocate and other client representatives.

### **Key Actions for 2006-07 and Progress Made**

- Support the Saskatchewan Government and General Employees' Union (SGEU) and CPS staff in the creation of a community Union Management Committee (UMC).
  - Completed. The action for this year is to provide training to the community UMC on procedures and roles.
- Maintain ongoing dialogue with the Children's Advocate.
  - Young Offenders (YO) Programs communicate regularly with the Children's Advocate Office (CAO) to discuss and clarify issues and the Department's response. Young Offenders Program participates in interdepartmental working groups that are tasked with providing a response to CAO recommendations related to the integration of services to youth at risk.
- Improve the grievance resolution process.
  - The Department has met with SGEU and the Public Service Commission (PSC) to look at other opportunities to address the outstanding grievances between the parties. An expedited process pilot program was implemented with a number of grievances during summer of 2006 that resulted in a resolution of the majority of them. A second session with another grouping of like grievances will be heard in this format in Saskatoon in November 2007.

- The Collective Bargaining Agreement was negotiated, and information sessions on contract changes have been held. Several grievance resolution processes were undertaken, to provide an appropriate means to address the issues. For example, two expedited grievance processes were carried out in a pilot agreed to by the parties. In addition, 31 grievances were reviewed by an adjudicator who provided non-binding recommendations and almost one-third were settled or withdrawn. An arbitration process was held for eight grievances which were heard by an arbitrator and six were resolved. The Department continues to support the development of an array of innovative grievance resolution options.

### **Number of substantiated complaints in Adult Corrections to the Office of the Ombudsman**

The Ombudsman is an Officer of the Legislative Assembly of Saskatchewan, with the authority to investigate complaints received from members of the public who believe the government administration has dealt with them unfairly. Most of the complaints to the Ombudsman from CPS come through Adult Corrections. The Ombudsman investigates every complaint made by a client, and either dismisses the complaint, determines that the government acted in the appropriate manner, or determines that there has been some contravention of policy and recommends corrective action. The number of substantiated complaints refers to the number of complaints where an investigation by the Ombudsman resulted in a recommendation for corrective action. This measure gauges both the clients' satisfaction with the services being provided, and the Department's ability to provide access to these services for clients. Adult Corrections works with about 26,000 offenders annually. The Ombudsman initiates an average of 140 investigations each year.

There are a number of factors that influence the measure, and these include the provision of basic services in a custodial setting, fair treatment in a restrictive environment and access to the rights of offenders. The Department has a moderate level of influence over the measure as it pertains to the treatment of individual clients, but a low level of influence as it pertains to other issues in the lives of clients, including the legal system.

2006-07: 1  
2005-06: 1  
2004-05: 8  
2003-04: 10  
2002-03 (baseline): 7

Source: Corrections and Public Safety, Adult Corrections Program data

**Objective 4 – Employee understanding and acceptance of wellness is promoted**

Wellness refers to physical, emotional and spiritual well-being. While individuals must personally commit to wellness, the organization can support the process through creating an environment in which employees are more likely to accept wellness as an integral part of daily operations. Thus, the Department is responsible for promoting and ensuring access to wellness opportunities, while employees have the responsibility for participating and improving their well-being.

**Key Actions for 2006-07 and Progress Made**

- Continue to implement the Wellness Action Plan.
  - The second edition of *Action on Wellness 2006-07*, which contains the Wellness Action Plan, was released in fall 2006.
  - The contents of the third edition of *Action on Wellness* will be determined by the OH&S Council in spring 2007, to be developed and released fall 2007.
- Continue to offer and promote the Wellness Challenge, a co-ordinated health and safety promotion, throughout the year.
  - The 2006-07 Wellness Challenge resumed in October and was scheduled to again run for nine months. Challenge information and activities were focused on physical and psychological hazards that can affect a person's wellness at both the workplace and at home, developed through analysis of Workers' Compensation Board injury statistics, including challenges around trips and falls, stress and mental well-being, as well as musculoskeletal injuries.
  - Due to the SGEU strike, the Wellness Challenge was unable to continue as originally planned. The Wellness Challenge was revised to include three separate challenges that were designed around issues identified during the strike. These challenges will be offered in spring 2007.

Performance measures are under development.

## 2006-07 Financial Results

### Summary of Expenditures

Actual and budgeted expenditures by subvote and program are detailed in the following table.

Variance explanations are provided for amounts greater than \$75,000 and statutory items.

Program	(thousands of dollars)			
	Original Estimates	Actual Expenditure	Variance Over/(Under)	
<b>Central Management and Services</b>	<b>\$ 14,570</b>	<b>\$ 14,003</b>	<b>\$ (567)</b>	
Executive Management	670	755	85	1
Central Services	3,750	3,864	114	2
Accommodation Services	10,150	9,384	(766)	3
<b>Regina Provincial Correctional Centre</b>	<b>14,663</b>	<b>10,828</b>	<b>(3,835)</b>	<b>4</b>
<b>Adult Corrections</b>	<b>68,660</b>	<b>74,274</b>	<b>5,614</b>	
Adult Corrections Facilities	54,852	60,809	5,957	5
Community Training Residences	2,132	1,961	(171)	6
Community Operations	9,705	9,765	60	
Program Support	1,931	1,749	(182)	7
Correctional Facilities Industries Revolving Fund – Subsidy	40	40	0	
Correctional Facilities Industries Revolving Fund – Statutory – Net Expenses (Recovery)	0	(50)	(50)	8
<b>Young Offenders Programs</b>	<b>42,925</b>	<b>40,870</b>	<b>(2,055)</b>	
Young Offender Facilities	25,732	24,749	(983)	9
Community and Alternative Measures	6,484	5,445	(1,039)	10
Program Support	1,490	1,484	(6)	
Regional Services	9,219	9,192	(27)	
<b>Public Safety</b>	<b>5,795</b>	<b>15,342</b>	<b>9,547</b>	
Protection and Emergency Services	2,513	2,584	71	
Provincial Disaster Assistance Program	550	9,866	9,316	11
Joint Emergency Preparedness Program	280	253	(27)	
Licensing and Inspection Services	2,452	2,639	187	12
<b>Replacement Services during Work Stoppage</b>	<b>0</b>	<b>19,974</b>	<b>19,974</b>	<b>13</b>
<b>Sub Total</b>	<b>146,613</b>	<b>175,291</b>	<b>28,678</b>	
Supplementary Estimates	13,547	0	(13,547)	
Special Warrants	20,150	0	(20,150)	
<b>Total Appropriation</b>	<b>180,310</b>	<b>175,291</b>	<b>(5,019)</b>	
Capital Acquisitions	(17,225)	(12,471)	4,754	14
Amortization	224	258	34	
<b>Total Expense</b>	<b>\$ 163,309</b>	<b>\$ 163,078</b>	<b>\$ 231</b>	



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### **Explanation of Major Variances**

(for variances greater than \$75,000)

- 1 Salary and operating costs
- 2 Implementation of MIDAS HR module
- 3 SPM rebate for utility costs and delay in some capital projects
- 4 Revised fiscal cash flow – no change in overall project cost
- 5 Inmate count management costs to address crowding, including high daily counts and mix
- 6 Savings due to vacancy management and operating efficiencies
- 7 Savings due to vacancy management and operating efficiencies
- 8 Adjustment to record revolving fund fiscal net recovery
- 9 Savings from in-scope salary and operating costs
- 10 Delayed start-up and reduced utilization in residential and service collaboration programming
- 11 Eligible claims for uninsurable losses under the Provincial Disaster Assistance Program
- 12 Staff utilization and operating shortfall based on industry demand
- 13 Costs associated with CPS responsibility as the struck Department during the work stoppage
- 14 Actual costs of capital projects meeting the definition of a tangible capital asset

(Final numbers subject to Public Accounts and Provincial Audit verification)

## Revenues

Corrections and Public Safety collects revenue relating to the registration, licensing and inspection of boilers and pressure vessels, elevator hoists and amusement rides. CPS licenses fire fighters and engineers who operate this equipment. The Department also licenses journeymen, employers and contractors in the electrical and gas trades.

CPS collects revenue from cost-sharing claims with the Government of Canada and other levels of government. These agreements relate to the provision of Adult Corrections Services, Young Offenders Programs and Emergency Management Services.

All revenue collected is deposited in the General Revenue Fund. A summary of the Department 2006-07 budgeted revenue, compared to actual revenue, is presented below. Variance explanations are provided for amounts greater than \$75,000.

## Summary of Revenue

Revenue Category	(thousands of dollars)			Variance Over/(Under)	
	Budget	Actual			
<b>Other Own-source Revenue</b>					
Licences and Permits	\$ 2,236	\$ 2,161	\$ (75)		
Sales, Services and Service Fees	711	779	68		
Transfers from Other Governments	6,988	6,760	(228)		1
Other	498	2,958	2,460		2
<b>Total</b>	<b>\$ 10,433</b>	<b>\$ 12,658</b>	<b>\$ 2,225</b>		

## Explanation of Major Variances (for variances greater than \$75,000)

1 Reallocation of the *Youth Criminal Justice Act* (YCJA) Main Agreement resulted in a reduction to the CPS portion; partial offset from increased utilization of federal offenders in provincial correctional facilities and payments from the federal Disaster Financial Assistance Program for eligible claims under the Provincial Disaster Assistance Program

2 Refund of previous year's expenses

## Revolving Funds

The Department is responsible for managing and operating the Correctional Facilities Industries Revolving Fund (PRISM Industries). Further information on this fund is available in Appendix A.

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## Where to Obtain Additional Information

This report provides information about both our accomplishments and our future plans. If you have any questions or comments, or would like additional copies of this report, we invite you to call (306) 787-7872.

Or contact:

Saskatchewan Corrections and Public Safety  
Communications and Public Education Branch  
1000 - 1874 Scarth Street  
Regina, Saskatchewan S4P 4B3

Or send us an e-mail through the Saskatchewan  
Corrections and Public Safety web site:  
**[www.cps.gov.sk.ca](http://www.cps.gov.sk.ca)**

## Appendix A: Revolving Fund Revenue Disclosure

The Corrections Facilities Industries Revolving Fund operates under the authority of Section 53 of *The Correctional Services Act*. The purpose of the Revolving Fund is to rehabilitate inmates by operating work programs intended to provide practical and marketable work skills for inmates and to provide a revenue source to reduce the costs of inmate programming.

PRISM Industries operates similar to private sector shops where quality products, full workdays, waste reduction, efficiency, and inventory control are

business decisions. The long-term financial targets of the fund are in accordance with the Revolving Fund concept of breakeven management.

The Revolving Fund collects revenue from the sale of manufactured items on behalf of the Government. All revenue collected is deposited in the General Revenue Fund.

The following table compares budget and actual summary information.

### Revenue

	(thousands of dollars)			
	Budget	Actual	Variance Over/(Under)	
Revenue	\$ 515	\$ 497	\$ (18)	1
<b>Expenditures</b>				
Cost of Goods Sold	454	442	(12)	2
<b>Gross Profit (Loss)</b>	<b>61</b>	<b>55</b>	<b>(6)</b>	
Overhead Expenses	62	45	17	3
<b>Net Profit (Loss)</b>	<b>(1)</b>	<b>10</b>	<b>11</b>	
Other Income		0	0	
Subsidy	40	40	0	
<i>Deficit Recovery from General Revenue Fund</i>				
<b>Net Profit (Loss) After Subsidy</b>	<b>\$ 39</b>	<b>\$ 50</b>	<b>\$ 11</b>	

Note: Final numbers subject to Public Accounts and Provincial Audit verification.

### Explanation of Major Variances

- 1 Revenue lower than budget due to work stoppage and decrease in sales
- 2 Cost of goods sold higher due to inventory devaluation
- 3 Expenses reduced due to work stoppage

Audited financial statements are available at [www.gov.sk.ca/finance/paccts/paccts4/compendium/toc.htm](http://www.gov.sk.ca/finance/paccts/paccts4/compendium/toc.htm)



